

COMMUNICATIONS STRATEGY

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Communications Strategy

Project: The Impacts of COVID-19 Responses on the Political Economy of African Food Systems

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1. Introduction

A crucial aspect of the project on “The Impacts of COVID-19 Responses on the Political Economy of African Food Systems”, which is being coordinated by the Institute for Poverty, Land and Agrarian Studies (PLAAS) in Cape Town with project teams in Ghana, South Africa and Tanzania for the International Development Research Centre (IDRC) in its communication efforts.

2. Communications goals

These efforts should seek to achieve a number of broad goals. They include:

- Effectively engaging stakeholders in the project processes, from the funders to the interview subjects on the ground.
- Communicating the research findings to key decision-makers, opinion-makers and actors of influence (interlocutors) and the beneficiaries themselves.
- Producing effective coordination among the team members, as well as the beneficiaries as appropriate, when selecting and disseminating the key messages emanating from the project. The aim is to ensure the team members and their communications outputs are working towards the same goals according to a common timetable
- Helping to frame the big picture which emanates from the research – that is, the kinds of major changes and new ways of seeing that it is trying to promote. In this regard, a key goal may be to produce a new narrative, reframing the idea of “food security” in the broader context of “food systems” particularly as these are forged at the local level and making visible to those in power the experiences and interests of food system actors who are often overlooked, such as small-scale farmers and fishers, processors and traders.

In considering these goals, it is important to note that some are more concerned with addressing external stakeholders and others are more concerned with project team members discussing issues among themselves and, given the activist nature of the research being undertaken, with the subjects of their studies, particularly at the community level.

3. Communications efforts

A number of steps need to be taken to produce and implement an effective communications plan. In relation to the IDRC project. These may include:

- Clearly identifying the nature of the problem being addressed, that is, how food systems have actually been affected under COVID-19.
- On the basis of this research, identifying the kinds of changes that may be sought at all levels to improve food systems, with a focus on political economy issues.
- Identifying the stakeholders who need to be engaged to promote the changes being sought.
- Identifying the messages that need to be delivered to these stakeholders to promote the changes being sought.
- Identifying the media for delivering these messages to the identified stakeholders in the most effective way.

In general, the communications efforts should move the target stakeholders and recipients of the messaging from one understanding of food systems (which may be shaped, for example, largely by the idea of “food security” and the interests of big corporate players) to another (perhaps more democratic, inclusive and sustainable conceptualisation). This movement should take place along a “corridor” of values, aligning the ethos, objectives, activities and findings of the project with the needs and values of the target stakeholders and recipients of the messaging in order to achieve impact.

In seeking to produce this movement, it is crucial to listen to all the stakeholders of the project, from the subjects of the study to the intended targets of the messaging, in order to learn what they know, what they are thinking, and what they want and intend. In line with this approach, the messaging and medium employed may vary according to the kind of impact being sought – for example, the simple dissemination of useful information to stakeholders compared with the complex emotional engagement of stakeholders to change policies. In this regard, relations with stakeholders and the kinds of messaging forged for them should be shaped by the stakeholders’ own roles in relation to the project, which may range from close, supportive partners to disinterested but influential figures. In this regard, particular efforts should be made to address the hunger for engagement with duty bearers among rights holders (that is, the communities which are the subjects of the country studies) – and to seek to insert popular concerns into existing national and local government narratives accordingly.

In general, it is important to define the kinds of communications impacts being sought at an early stage. In this regard, the key messages for each of the three countries under study, as well as for the project as a whole, should be identified soon – particularly given the relatively short-time frame for the project. In this regard, where key messages and target audiences have already been identified, actions to disseminate these messages should be taken quite immediately and the relevant stakeholders should be engaged – even as the larger communications plan is being put in place.

The key messages may be disseminated through a mix of media – earned (stories produced by independent journalists), shared (via social media), owned (such as on the websites of the various partners to the project) and paid (advertising) – which have different functions and virtues. Under one view of media impacts, such media may be described as existing within a hierarchy of value, with earned stories possessing a credibility that paid advertisement cannot possess. A range of outlets, from social to traditional media, may be deployed with concomitant risks and opportunities – for example, the high levels of engagement vs the relative lack of control over the message in the social-media space. Other campaign (and research) activities, such as lobbying and hosting and attending events, also exist within a hierarchy of value shaped by the intimacy and relevance of the engagement being planned and sought.

4. Surveying communications priorities for the project

A survey of the team members undertaking the present project on COVID-19 and African food systems was conducted in April to assess their views on the communications strategy for the project. The survey, which was completed by 22 respondents (of whom six were based in Ghana, seven in South Africa and eight in Tanzania) interrogated their views on: whom they considered the priority domestic and international audiences for the project's findings and which media was best suited to reach these targets (including in relation to which were considered the most important media in each country). The survey further sought to ascertain the respondents' views on which were the key messages that should be communicated to the identified domestic and international target audiences, with particular reference to how the project's messages may change their minds. The survey also sought to identify the overall message that should be delivered by the project, as well as any ways in which its communications could be improved.

5. The target stakeholders: Identifying the change-makers

National governments form a crucial target audience for the key messages produced by the project. But it is important to identify clearly which parts of government should be addressed, such as the departments for agriculture and fisheries, rural affairs and land reform, trade and enterprise, social development and policing, as well as treasuries; and also to consider the extent to which the focus should also be on other stakeholders with power, such as local governments; village committees; local cooperatives; trader, farmer and fishers associations; transport and other unions; and the authorities managing markets (and setting the rules for trading therein).

It is also important to consider the whole communications landscape and identify how key target stakeholders, such as government policymakers, may be influenced through broader communications efforts and interlocutors – that is, those whom the project can

influence who can then influence others. Interlocutors which may be the targets of messaging include: the general public; civil society organisations; other research institutions, from universities to statistical services; local government (in its role in influencing national policymaking); and international bodies such as the UN's Food and Agriculture Organisation (FAO) (also in their role in shaping national decisions). The relative capacity of the various interlocutors to influence the prime targets should be assessed at the country and project levels.

In addition, effective campaigning depends on engaging and empowering the subjects and protagonists of the study, including individual households and local civil society organisations (CSOs), to build solidarity in support of the key messages emanating from the project, including around landmark calls, such as that for a universal basic income in South Africa; or how the pandemic has crystallised the importance of the need to focus on local small-scale food production, processing and distribution, and short value chains, as a means of producing food sustainability, resilience and sovereignty.

The communications survey on the present project on COVID-19 and African food systems found that the national ministries of land, agriculture and fisheries (with 19 ticks), and local government (with 16 ticks) were considered the two most important targets for the research finding and key messages being produced (see Figure 1 below). Thirteen of the respondents noted that it was most important to influence national ministries of land, agriculture and fisheries; while 11 respondents listed local governments as either the first or second most important target of the project's messaging. National ministries of trade and economic development (11 ticks), as well as other ministries (16 ticks); farmers' and fishers' associations (16 ticks); and (animal, grain and produce) market authorities (11 ticks) were also considered key audiences. Interestingly, farmers' and fishers' associations were considered one of the four most important key audiences by half of respondents. Food traders (11 ticks) and wholesalers (7 ticks) were also regarded as relatively important to target.

Meanwhile, civil society organisations (CSOs) (14 ticks) and social movements/activist networks (12 ticks) were also a popular choice for media engagement, although in both cases they tended to be prioritised behind the other target stakeholders. Perhaps somewhat surprisingly given the focus of the research on land in Africa which is often unregistered and controlled under systems of custom and practice, traditional authorities (8 ticks and a quite low prioritisation) were considered one of the least important targets for communication. Similarly, and perhaps surprisingly given the academic interest of those engaged in the work, the research community (11 ticks and a quite low prioritisation) was also ranked well down the list of those whom the project was seeking to influence. Financial institutions, which have been identified as an important subject of enquiry that should be investigated further by the project's researchers, received only 8 ticks and was also ranked fairly low in the table of priority stakeholders for messaging.

Q2 Who within your country do you want to influence with the findings of our research? Indicate the top 5 priority audiences.

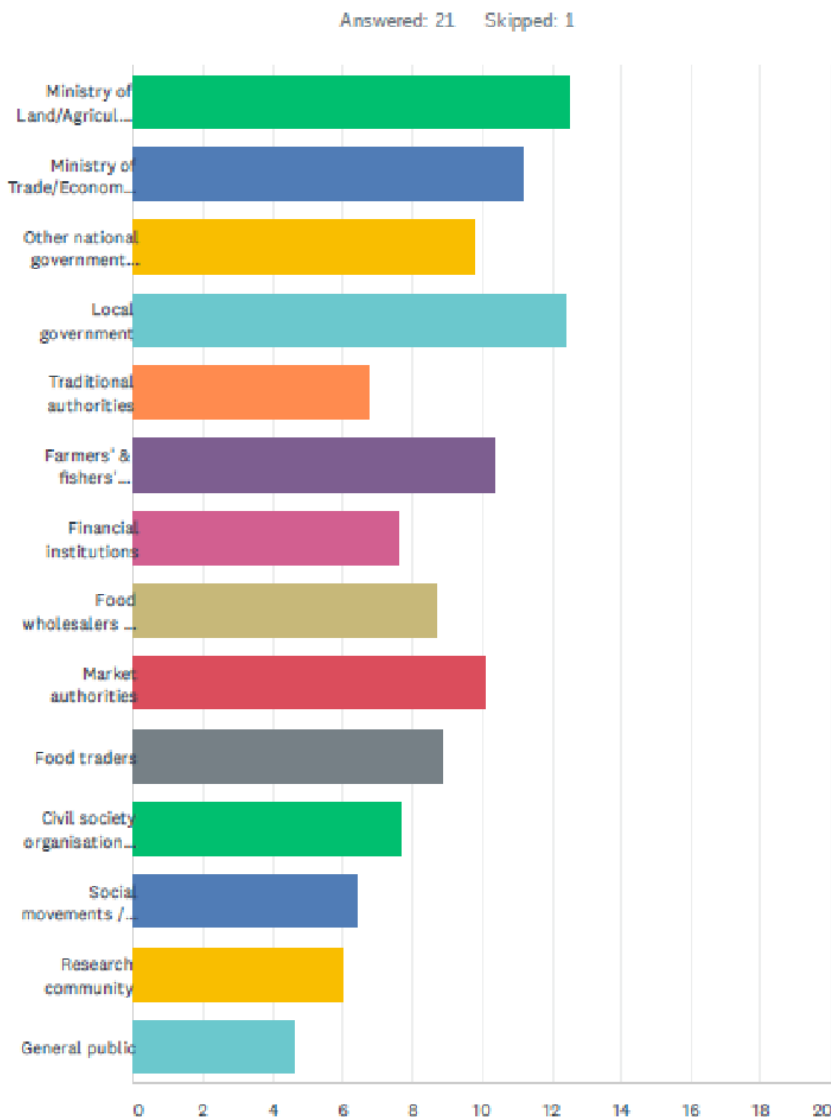


Figure 1: Target domestic stakeholders for the project's messaging

Internationally, the regional economic communities (RECs) in Africa (with a score of 8.5 out of 10) were viewed by the respondents as the priority audience for the findings and key messages produced by the project (see figure 2 below). Thirteen of the 22 respondents cited the RECs, including the Southern African Development Community (SADC), the Economic Community of West African States (ECOWAS) and the East African Community (EAC) as their top target for communications on the global stage. The second rank of priority audiences included the African Union (AU) and other continental bodies (6.68); regional and continental producer associations (6.64), which is line with the priorities listed at the national level; and the FAO and the International Fund for Agricultural Development (IFAD). Human rights and right-to-food organisations (5.85), and global movements such as La Via Campesina and World Fisher Folk (5.85) were also

viewed as key target audiences. International financial organisations (4) scored lowest on the list.

Q6 What are your top priority international audiences? (please list and prioritise at least five)

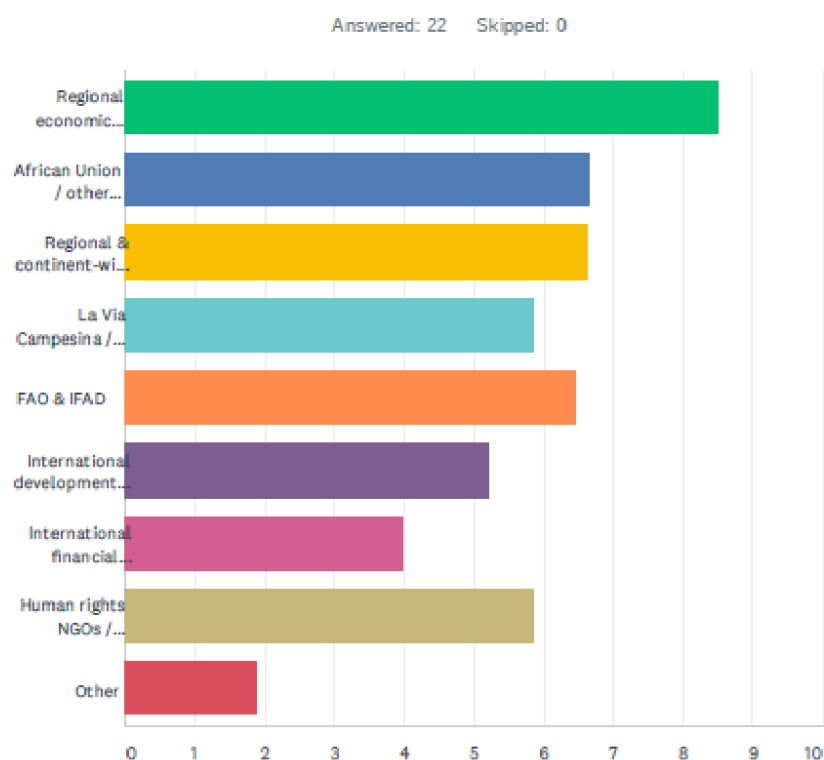


Figure 2: Target international stakeholders for the project's messaging

6. The medium: Communicating the message effectively

In delivering the key messages to the target stakeholders, it is crucial to address the underlying outlooks that inform their positions in order to be effective in creating change. For example, policymakers and philanthropists may, notwithstanding their stated good intentions in addressing symptoms of economic inequality, adopt approaches which contribute to the structural problems that created these symptoms in the first place. So, for example, in the case of the Solidarity Fund in South Africa, the response to food shortages under COVID was to deliver industrially farmed and manufactured food relief, which had the effect of reinforcing corporate power in the food system.

In seeking to influence the key target audiences and interlocutors, it is also important to assess which media would be most effective in reaching them. Which newspapers do senior government officials read? Which radio and television stations do local bureaucrats tune in to? Which websites providing news and comment and social-media forms are popular among civil society stakeholders?

In addition, how may the research and communications outputs from the project – the report and policy briefs, the articles, the broadcast interviews, the podcasts and the videos – be produced and disseminated most effectively to influence the key interlocutors and targets and in support of the project’s broader campaign and advocacy efforts? Target stakeholders should be addressed in appropriate ways – so, for example, policy briefs may be an effective tool for influencing the members of parliamentary committees.

In this regard, a distinction may usefully be made between the open conversations that are being led by project team members in the public square to foster change; and other behind-the-scenes kinds of influencing in which they are involved, for example, on committees or in informal discussions with senior decision-makers, including politicians. A key goal should be that the broader, public communications should inform and support the lobbying and advocacy work being conducted. Indeed, there may even be instances in which the two communications/advocacy processes come together – for example, in a broadcast debate featuring a project researcher/spokesperson and a senior politician.

Moments and events can also provide significant opportunities for disseminating and leveraging the project’s key findings and messages. Some events and occasions, such as the UN’s Food Systems Summit which is scheduled for later in 2021, local government committee meetings or party-political election campaigning, may offer a platform for direct engagement (or protest) – for example, through the presentation of a manifesto for just food systems in Africa. Others, such as national and international days celebrating human rights, women’s rights, etc. offer more indirect opportunities for agenda-shaping, such as through opinion pieces highlighting food-system inequities.

Q3 Which media is best suited to reaching your priority target groups? Rank the top 5.

Answered: 21 Skipped: 1

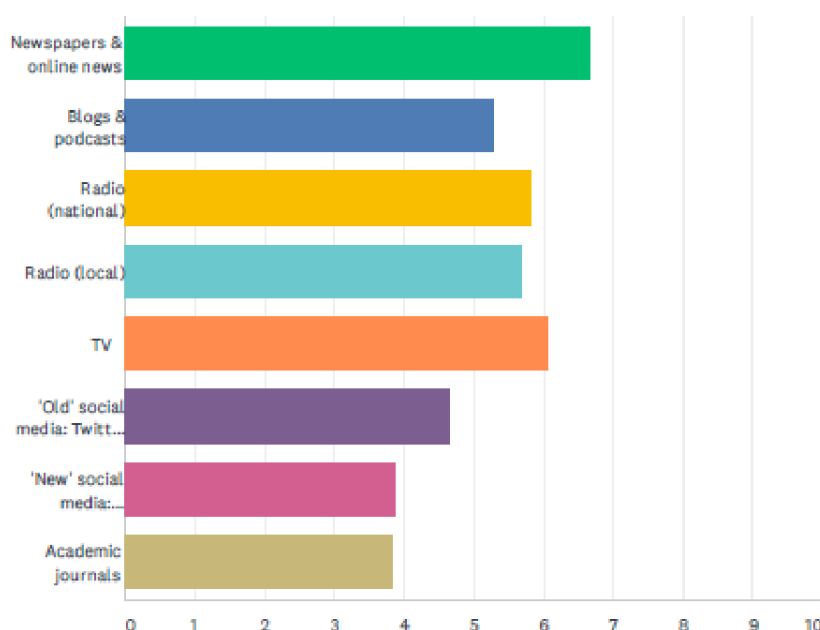


Figure 3: Suitable media for target readers, listeners, viewers and correspondents/co-producers.

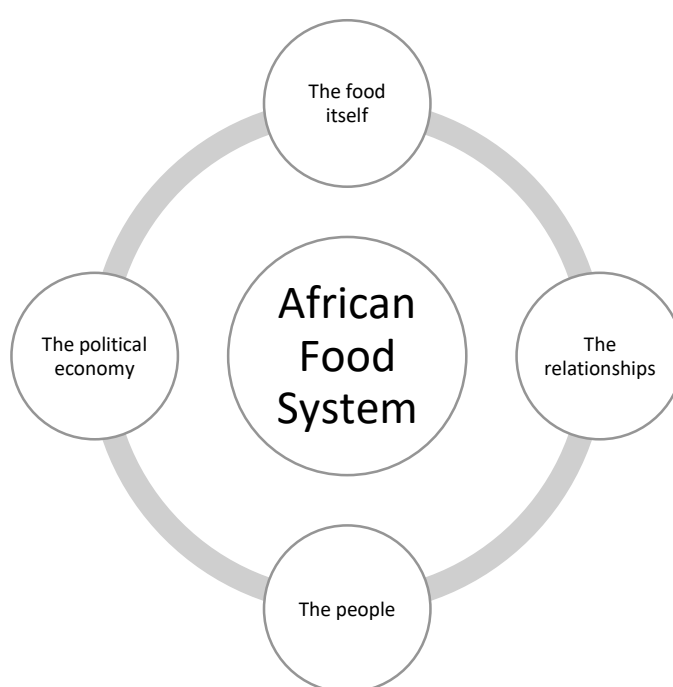
The communications survey on the present project on COVID-19 and African food systems found that the media best suited to reaching the priority target groups for the messages produced by the research were newspapers and online news, which scored 6.65 out of 10, television, which scored 6.06, and national (5.83) and local (5.69) radio (see figure 3 above). Blogs and podcasts (5.3) were also considered highly suitable. Those media which were considered less suitable included “old” social media (4.64), such as Twitter and Facebook, and, even less suitable, “new” social media, such as Instagram and Snapchat. Academic journals (3.85) were viewed as the least suitable medium for delivering the project’s findings, which is perhaps not too surprising given that the audience listed by the respondents as the most important for work was the government and that considered the least important, excluding the general public, was fellow researchers.

Interestingly, there was significant variance between these findings on how *suitable* particular media forms were and how *important* particular media were thought to be at the national level. In this regard, the communications survey found that the vast majority of respondents considered radio (more than 95%), newspapers and online news (more than 90%) and television (more than 85%) to be the most important media in their own countries for reaching the targets of their communications efforts. Two thirds also considered social media an important outlet; while fewer than 20% regarded blogs and

podcasts as an important means through which to reach their priority readers and viewers.

7. The content: Key messages

Although there may be differences about the precise nature of the kinds of changes being sought in relation to food systems among and within the three countries in the project, coordination to identify and agree key national and common messages and how these may be most effectively conveyed must be undertaken. The planning should produce clarity on the messaging. Without being too prescriptive, the key messages which are produced may be shaped by the four key research themes agreed for the project:



- **The food itself:** Food supply, demand, volumes, flow and prices;
- **The relationships:** Changes in relations between food systems actors;
- **The people:** Gender and generational dynamics, livelihood impacts and strategies, and issues of productive and reproductive labour; and
- **The political economy:** The state, including its actions, interests, budgets, behaviour and relations with food system actors.

The roles of, and relationships with, private sector actors may also be included under these themes.

7.1 Domestic messaging from the country studies

The communications survey on the present project on found that amid a lot of common ground there was some interesting variance among the key messages being recommended by the country teams.



In Ghana, there was significant emphasis on the importance of:

- Improving domestic food production and distribution, including at local markets. In relation to this, it was noted that support for precarious market traders, smallholders and artisanal fishers, and to address credit challenges was required. The resilience of the agri-food system and the importance of informal food systems was also stressed.
- The need for support to reduce imports and the dependence on them.
- The lasting impacts of the pandemic on food systems and the need for more effective policy actions in relation to the present crisis and possible future

pandemics.

- How the pandemic has disproportionately affected women and children, including in relation to reproductive work and the need for official responses to address fundamental gender inequities in the food system which have been exacerbated under COVID-19.

In Tanzania, the emphasis was on:

- The government redesigning its approach to the pandemic, launching a public education campaign and being more transparent in its efforts. In support of a new national drive, it was noted that donors should offer support and local disaster committees should be reactivated.
- The authorities addressing the COVID impacts on food system, including by regulating the prices of key food items and educating farmers about insuring crops.
- Supporting cross-border traders, particularly women, and, in this regard, promoting a regional approach to food flows.
- Empowering small holders and supporting trader/producer innovations and resilience as part of broad efforts to ensure food security for the marginalised.
- Producing appropriate economic measures, such as by encouraging microfinance institutions to negotiate more actively with customers, and implementing post-

COVID packages and stimuli responding to the needs of small-scale producers, especially fisherwomen.

The South African respondents placed emphasis on the importance of:

- The impacts of the pandemic and government lockdowns on the poorest members of society who have lost incomes and are buying less food as a result, which has affected traders and farmers selling to markets.
- Agriculture, particularly as practised by small-scale producers, as a solution to poverty and hunger. Thus, the importance of listening to small-scale farmers and fishers and addressing their needs was stressed. It was noted that the goal should be to strengthen local food systems, which have clear benefits, and promote the agency of small-scale producers.
- Shortened value chains and localised markets, which support small-scale producers, processors and traders. It was recommended that corporate power in food chains be dismantled and market access for local producers be facilitated. The relative value of street traders was also emphasised.
- Government efforts, which have not always reached the needy, being focused on local producers and local development. In particular, it was noted, government procurement should prioritise local producers. The role of civil society in supporting more equitable forms of development was also stressed.
- Urban/rural dynamics, and issues of race and gender.

7.2 International messaging from the country studies

The communications survey on the present project on COVID-19 and African food systems also explored which key messages the team members considered should be prioritised for international audiences.

In Ghana, the following messages were identified:

- The need to address the causes and consequences of COVID in order to meet global food system challenges. Such work would acknowledge the role played by environmental concerns in food security, and the need to establish an emergency fund for agriculture in case of future crises
- The need to support informal food systems and production, including by addressing existing threats to artisanal fishers. It was noted that such efforts should seek to encourage local agri-inputs, resolve the credit challenges affecting local traders, and harness ICTs to help local people market their products more effectively.
- The importance of promoting a regional approach to food systems, which may be fostered by establishing less cumbersome financial services to support cross-border trade and the collection of comprehensive data on regional food flows
- The crucial role of women in producing greater agricultural resilience, and the need for government policies to address this.

In Tanzania, the following messages were identified:

- The role that developed countries and international action should play in supporting and funding national government efforts to address the pandemic.
- The crucial role played by cross-border trade in increasing food availability in times of scarcity and how such trade can support food sovereignty. It was noted that greater regional collaboration and support for intra-African trade was required to ensure continental food sufficiency; food sovereignty, and that the pandemic had provided an opportunity to strengthen ties in Africa to boost food production and trade in this regard.
- Given that marginalised groups have been disproportionately affected by the pandemic and accompanying measures in Africa, national governments should prioritise/subsidise small-scale producers and traders, including particularly women and youth, in the production, processing and distribution of food.
- Financial institutions should offer relief to affected communities.



In South Africa, the following messages were identified:

- The importance of strengthening local/territorial value chains and thus of supporting small-scale producers, traders and local markets and freeing them from corporate value chains. It was noted that there was an opportunity to build on how local market relations had been paradoxically enhanced in some ways under COVID.
- In supporting the resilience/sustainability of food producers' livelihoods and advancing food sovereignty, the need to enable access to land for local producers.
- The importance of opening regional markets to local producers.
- A strategic perspective on the need to network across silos and learn from each other's experiences to influence policy and support local development and agency. In this regard, an examination of the role of social movements was considered to be of interest.
- Recognition that COVID has only added to the systemic challenges, which need to be addressed from a long-term point of view in order to be comprehensively resolved.



7.3 Messaging from the project as a whole

The communications survey further asked respondents to identify the most important general messages that should be produced by the project.

In Ghana, the following messages were identified:

- COVID has produced lasting impacts and exposed already weak food systems and existing production challenges, including de-investment in agriculture and rural infrastructure deficits.
- COVID represents an opportunity to overhaul food systems, particularly in support of the needs of small producers and distributors; and governments should take action accordingly.
- The pandemic has produced differential, gendered impacts on food systems; and more needs to be done to alleviate the most harmful impacts.

In Tanzania, the following messages were identified:

- COVID has affected whole food systems and marginal groups in particular. A key lesson from this is that a just local food system built on smallholder producers can guarantee the right to nutritious food, even during crises.
- Joint government, civil society and private sector efforts must be made to curb the impacts of the pandemic on food systems. In this context, the government should introduce legislation to provide greater support to small-scale food system actors.
- Financial relief should be made available to alleviate the worst impacts of the pandemic on the food system, which has eroded traders' capital base. In addition, the government should safeguard the stability of the financial sector, including its microfinancing capability which may be widely deployed to support small-scale farmers and fishers, processors and traders.

In South Africa, there was a strong emphasis on how the pandemic and official responses to it had highlighted the need to build and strengthen local food systems in support of local livelihoods and access to food. The key messages included:

- The need to prioritise local food production and support small-scale producers, including farmers and fishers, rather than export-oriented commercial farmers, in order to boost local food security and development through the localisation of income flows.
- The importance of small-scale food systems and localised markets/shortened value chains to food security and sovereignty in Africa, especially in times of crisis. Accordingly, it was recommended that there should be greater support for, and development of, the local market links and diversity of market opportunities, such as through street traders and door-to-door delivery, which have emerged under COVID.

Furthermore, in responding to the general question about the key message that should be delivered by the project as a whole, respondents indicated the importance of addressing policy makers through evidence-based research in the form of policy briefs and at workshops, high-level roundtables and dialogues. The importance of organising meetings with lawmakers and government decision-makers was emphasised. There was also a focus in response to this question of engaging financial bodies, including for example, the Central Bank of Tanzania, as well as local government.

8. Communicating the research: media tools

A team of various suppliers will help to produce the project's research and communications outputs: reports and policy briefs; press articles; radio and television coverage; podcasts; films/videos; and geo-spatial mapping.

Written and broadcast

It is recommended that in addition to the country reports and project reports, at least four policy briefs be produced (one for each country and one for the project as a whole). In relation to newspaper articles, it is proposed that each country produce at least two each, and that at least a further two be produced at the project level – one from the literature review and another from the overall report. At least one each of the country articles should be produced quite early to form the basis for subsequent media work (radio and television interviews) and to inform the podcasts and videos being produced. A second article may be produced towards the completion of the research. In addition, a number of journal articles, including from the country reports, literature review and overall report, should be produced. International and national journals for these should be identified.

Coordinating with the researchers, the key messages in the reports which are produced as outputs from the project should be identified. These will inform policy briefs and press articles, as well as the scripts for radio and television interviews. The aim is to ensure that the research authors express the key messages as clearly as possible through their outputs, including in the local and national media. The message may be different in each of the countries in the study although a number of core messages for the whole project should also emerge. In this regard, the various national messages which are produced should be shaped so that they interlink with each other in support of some core messages for the continent. (Please see section 7 above on key messages.)

In relation to dissemination of the key messages, the respondents to the communications survey identified a number of important social media outlets, including Facebook, Twitter, WhatsApp, YouTube and Instagram, as well as a number of national media outlets:



Ghana

- Newspapers/online: Daily Graphic, Daily Guide, Ghanaian Times and My Ghana.com;
- Radio stations: Joy FM, Citi FM, Peace FM, Ada Radio, Upper West FM and GBC; and
- Television stations: GTV, CITI, Pan African TV, TV3, UTV and Joy TV.

Tanzania

- Newspapers: Mwanahalisi, Mwananchi, Nipashe, Daily News, The Citizen and The Guardian;
- Blogs: Miladiayo and Udadisi;
- Radio: Radio One, Clouds FM, EFM, Jembe FM, Radio Free Africa (RFA) and TBC; and
- Television: ITV, TBC, Azam TV, Star TV, Channel Ten and Mwanzo TV.

South Africa

- Newspapers/online: Daily Maverick, Mail & Guardian, The Conversation, City Press, News24, Southern Post, Hermanus Times, Weslander, Ilanga, The Witness, Isolezwe, Die Burger, Cape Argus, Cape Times and Food for Mzansi;
- Radio: 786, Radio Weskus, Radio Overburg, SAFM, Power FM, Khaya FM, Ukhozi FM, Ligwalagwala FM, Umgungundlovu, Vibe, KFM, Cape Talk and 702; and
- Television: ENCA, NewsRoom Afrika and SABC.

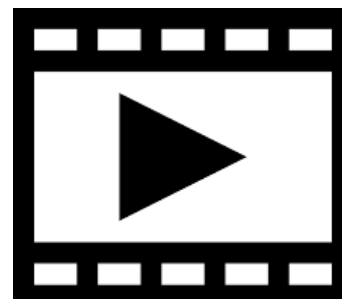
Podcasts



Four 30-minute podcasts should be produced. These will aim to profile the voices of those who are affected by the research – the people on the ground – as well as academics and activists, who will discuss pertinent issues arising from the research more broadly. The podcasts may be informed by research case studies and shaped by the four common research themes – the food, the people, the relationships and the political economy.

Film/video

Three 15-minute films will be produced, one for each country in the study, as well as a longer film for the whole project. The aim is to take footage from field sites across the three countries and craft them into short, accessible documentaries. The production quality of these outputs should be shaped by their intended use – for example, whether they will be broadcast, shown at film festivals or used for advocacy.



9. Managing the communications outputs

Effective communications plans should seek to exploit all available tools and channels and be comprehensive, properly resourced and continuously monitored and adapted as priorities and circumstances shift. To facilitate intra-project coordination and the sharing of ideas on what is being communicated, all communications outputs should be disseminated among the three national teams when they are produced. In this regard, transparency, trust, integrated decision-making and the development of a shared vision and common messaging for the project are essential aspects of both effective internal and external communications.

In producing and publishing/broadcasting the key messages, it will be necessary to coordinate with the project activists and researchers in each country, including around which media outlets they themselves consider the most effective for delivering particular messages to particular stakeholders. In relation to the planned podcasts and videos, the project teams should suggest a preferred thematic focus for these outputs, as well as who would be featured in them. In addition, in producing the communications outputs and coordinating advocacy, the country teams and the project coordinators should consider how best to organise these around moments (significant dates) and events in order to achieve the greatest effect.

Particular technical and coordination issues need to be addressed in relation to the podcasts and video/film which will be produced as part of the project:

- In producing the podcasts, issues of language (and translation) and the technical quality of recordings need to be addressed. In addition, there should be additional coordination in cases in which the podcasts are disseminated to be packaged by media producers for broadcast by local and national stations, as well as online.
- In relation to producing the film/video, a key challenge is coordination to craft outputs of the required standard with team members and sub-contracted suppliers in different places with different levels of expertise and different networks. An overarching view of how the footage that is produced in each country would be used is required, so that gaps can be filled and storylines can be

completed. The national teams and research bodies involved in the study should appoint representatives who can coordinate at the national and project levels to discuss the brief for the videos, agree on what the outputs would look like and advise on what they may be able to contribute. The technical issue of producing translations and subtitles/voiceovers as necessary also needs to be addressed.

Regular project and country meetings should be held to track progress in producing and publishing/broadcasting the appropriate outputs and to share any content and/or technical challenges which may need to be addressed and provide support in relation to these.

In responding to the communications survey on the present project, team members also noted a number of concerns in relation to internal communications which should be addressed. In particular, the importance of providing support to the teams in Ghana and Tanzania in relation to communications platforms was stressed. It was also advised that a dedicated communications team should be on hand to promote the efforts being undertaken and to engage with the research as it unfolds to identify emerging communications opportunities. A further concern was to keep open lines of communication with communities (rights-holders) as messages are communicated to authorities (duty-bearers). In this regard, the importance of broadening the narratives and social networks produced by the research was emphasised.

In relation to administration, respondents affirmed the importance of using the (online) platforms which have already been created to disseminate and coordinate the project's research and communications outputs. WhatsApp was recommended as a useful tool for team members to discuss progress, developments and challenges with each other. It was also advised that due to issue of internet connectivity, it would be useful to hold at least one physical meeting among the project team members.

Partner Institutions

The project is in collaboration with various academic institutions and civil society organisations across Ghana, South Africa and Tanzania.



Funded by:



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